

## City of Berkeley

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April 27, 1984

To: Honorable Mayor and  
Members of the City Council

From: Daniel Boggan, Jr., City Manager *DBJ*

Subject: MAJOR ISSUES CONFRONTING THE CITY

The purpose of this memorandum is to provide the City Council with some of the staff concerns regarding major issues confronting the City for 1984 and that which are likely to carry into the new fiscal year. For purposes of this report, I would like to divide those issues into three categories:

- Internal Management Concerns - Which basically deal with the internal operations of the City and the support functions which are required for a department to effectively deliver its services.
- External Service Delivery Concerns - Which speak directly to our ability to provide services on the street and to meet the various needs that have been defined by the citizens of the community or are perceived to be the needs based on either Federal, State or local policy decisions.
- Major Programmatic Concerns - Which are basically changed or new thrusts on the part of the City to deal with problems which have been defined by the community and which, based on community reactions, require some positive activity by the City.

The following issues are listed by department:

HEALTH AND HUMAN SERVICES DEPARTMENT

- Internal Management Concerns
  1. Financing Health and Human Services

One of the major problems that we are confronted with, as we look at our Health and Human Services Department, is the changing priorities, both at the State and Federal level. The impact of those changes has devastated our employment and training activities, has created a great deal of pressure within our community agency system, and has most of our service providers competing for a very limited amount of money. In order to deal with that, the City Council needs to do the following:



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- a. Develop a set of priorities which are clear and to the point;
- b. Instruct staff to look at ways to increase service delivery capacity, to the extent possible; and
- c. Look for ways to restructure the service delivery system, which may include redesigning programs to take advantage of certain categorical dollars.

## 2. Service Integration

There has to be a great deal more effort placed on developing an integrated service delivery approach in Health and Human Services. Many of the clients are being served by two, and sometimes three, different programs within the Department. The Management Information Systems are embryonic and do not provide the kind of reports that we should have with respect to whom we serve and to what the net effect of our service to those individuals has been.

## • External Service Delivery Concerns

### 1. Delegation from Federal and State Governments for Certain Programmatic Activities

- a. Under the current system of Federal decentralization, there is a tendency to delegate to the State and the State to the counties for planning and policy making. Because Berkeley is unique in its provision of human services, we are often written out of the legislation that deals with block grants and Medi-Cal contracts for public health.
- b. The City has to continue to be aggressive in working with our lobbyist on this. In fact, in my conversations with Lynn Suter, she has indicated that the amount of work that we have to do in terms of public health could require a full-time lobbyist unto itself.

### 2. Greater Restrictions and Increased Accountability Required by County/State

There are several areas where we are being asked to be more accountable and to reduce our costs, or to be on the unit-cost basis, for service delivery. The areas where we have greatest concerns are:

- a. County Short-Doyle Program, which affects our Mental Health Program
- b. County Drug and Alcohol Program, which also affects the Mental Health Program
- c. ACTEB Employment and Training Program, which affects our Youth and Adult Training Program.

### 3. Political Differences

The ACTEB experience and a number of other actions at the regional level leads me to conclude that Berkeley often gets penalized because it is considered to be a liberal city in a conservative county. What is important is we have to begin to develop strategies in terms of both legislation and programs which take into consideration the problem that we have politically within Alameda County and clearly within the State of California.



- Major Programmatic Concerns

1. Hazardous Waste

We have to deal with hazardous waste. There is a task force working within Environmental Health and Public Safety. The effort will be to more explicitly define the City's role in the whole area of hazardous waste management.

2. Community Agencies

We have to continue to review community agencies and their ability to perform the cut-backs which are taking place in the training programs and in other programs which affect community agencies, must be taken into consideration as we make our allocation decisions this year. We may not be able to afford to give money to an agency that has no other source of support other than the City, and clearly we have to stress, with all of our agencies, the need for developing other funding sources. There is also a need to improve our community agency-staff relationships. That is a major point which the Assistant City Manager for Health and Human Services is planning to focus on in 1984. We should require leveraging of other funds from CBO.

3. Development of a Senior Day Care Program

There is an interest in looking at the development of senior day care programs. The medical model is being pursued by the Gray Panthers through Herrick and Alta Bates Hospitals. The social model is being supported by the Area Agency on Aging. Staff will be working with the Area Agency on Aging to develop a model that can be used in our existing Senior Program.

## LEGAL DEPARTMENT

- Internal Management Concerns

1. Elections

Both the June and November elections will require a great deal of work by the staff of the Fair Campaign Practices Commission, which is now in the City Attorney's Office. The City Attorney will continue to respond to inquiries and lawsuits concerning elections issues.

2. Rent Stabilization Board

The elected Rent Stabilization Board will take over on July 1st. The major question is how do we make the transition as smoothly as possible from City administration to a new and separate administration for the Rent Stabilization Program. To that end, a task force has been set up. The City Council approved the establishment of that task force and we will work diligently to make sure that the transition takes place smoothly. In addition, the Legal Department will defend any litigation challenge the elected Rent Board receives.



3. Attorney's Fees

The City Attorney's Office will be working vigorously to defend the cases where fees are claimed and will attempt to reverse the \$240,000 award that has already been made against the City. In addition, the City Attorney's Office will be pursuing the recovery of fees in one case in which the fees had been awarded to the City of \$80,000. This effort requires a great deal of follow-up on the part of the City Attorney's Office.

4. Labor/Management

The City is moving away from the use of outside counsel for its day-to-day labor/management legal advice. Therefore, more responsibilities for negotiations will be handled by City staff. The Legal Department will have increased responsibility in assisting in those negotiations and drafting the language of the MOUs. They will, in addition, be representing the City in boards of adjustment and arbitration, and where litigation issues involve personnel matters, they will also be involved in that.

5. Providing Legal Back-Up for City Implementation of Federally-Funded Programs

There are several issues that the Legal Department is working on in this area. The most important of which is the current situation with the Alameda County Training and Employment Board (ACTEB). The Legal Department has been actively working with the attorneys at the State level. Our own staff tried to fashion a compromise agreement - that has so far failed. The legal staff is now putting together the necessary papers to file suit against ACTEB. This is a critical item and must be pursued both from a financial point of view and a programmatic point of view. The ACTEB has not provided the kind of flexibility in its program design which the City of Berkeley has developed over the past ten years nor are the member cities of ACTEB putting up any of their money for social programs, as is done in the City of Berkeley. We will try to make a case and the City should be rewarded, not punished, for its attempts to provide services to the disadvantaged in minority communities which reside in Berkeley.

● External Service Delivery Concerns

1. PRC/Berkeley Police Association/Police Department Relations

The Berkeley Police Association (BPA) has taken an adversarial position as a reaction to Accused Officer Testimony. The Legal Department will be involved with other City staff in attempting to resolve the stone-walling that has gone on and the legal challenges which have been made by the BPA to existing procedures. There will also need to be work with the BPA and PRC to get both sides to agree with the procedures that have been adopted by the PRC.

2. Defending Environmental-Related Litigation to Challenges that the City is Complying with CEQA

As the City Council is aware, there are several suits which the Legal Department is currently fighting - where projects have been approved by Council and where different members of the community have asserted violation of the CEQA

1. Introduction

The purpose of this study is to investigate the effects of the proposed system on the performance of the system. The study is divided into two main parts: a theoretical analysis and an experimental evaluation. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The results of the experiments are presented in the following sections.

2. Theoretical Analysis

The theoretical analysis is based on the principles of the system. It is divided into two main parts: a theoretical analysis of the system and a theoretical analysis of the results. The theoretical analysis of the system is based on the principles of the system and the theoretical analysis of the results is based on the results of the experiments. The results of the experiments are presented in the following sections.

3. Experimental Evaluation

The experimental evaluation is based on the results of the experiments. It is divided into two main parts: a theoretical analysis of the system and a theoretical analysis of the results. The theoretical analysis of the system is based on the principles of the system and the theoretical analysis of the results is based on the results of the experiments. The results of the experiments are presented in the following sections.

4. Conclusion

5. References

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6. Appendix

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guidelines. The most notable two that are currently being dealt with are the Marriott Expansion and the Golden Bear Project. Both of these legal actions drain City legal staff from other efforts. However, this is an important area and the City Attorney has to make sure that the City's power, as a municipal corporation, is protected.

3. Tuolumne Camp

There are indications that the Modesto and Turlock Irrigation Districts may pursue development on the South Fork of Tuolumne River more vigorously than San Francisco has done. Representing the City's interests will require participating in administrative proceedings as well as monitoring federal legislative developments.

• Major Programmatic Concerns

1. Public Liability Cases and Claims

The City Council has to be aware that the public liability costs are going up and have for the last two years. There are several major cases which are likely to be settled during FY 1984-85. There will be a need to increase our Public Liability Fund by approximately \$250,000 during FY 1984-85, and that amount may not be sufficient. The point is, until we can begin to deal with some of our capital maintenance, those costs are going to continue to increase. With our excess insurance coverage, there has been a reduction in exposure at the high end, but a number of the old cases are now coming due.

2. Downtown Development and Other Related Development Issues, Including Parking, Elmwood, North Shattuck, Etc.

Given the nature of the planning effort and intensity of activity which is taking place now and is likely to continue through 1985, much legal work will be required for researching issues, drafting ordinances, and providing staff back-up at critical points at some of the commission meetings. Also likely to come out of this activity is additional litigation, which the City Attorney's Office will then be required to defend.

3. Planning for the Waterfront

The major responsibility for planning at the waterfront will be that of the Department of Planning and Community Development. However, there are certain legal tasks and certain issues which the legal staff will have to continue to deal with. Because of the planning effort which has been undertaken, legal will advise along the way to make sure that applicable legal standards are met and that the process complied with the California Environmental Quality Act and other regulatory agencies which have a role in determining the rules for planning on the waterfront.

4. Recycling

It is important that the recycling controversy be resolved. It may be that it only will be resolved through court action and legal has the primary



responsibility for defending the City's position in this instance. The suits and counter-suits in this controversy have been numerous and require a great deal of legal attention.

5. Commercial Rent Control

There is a likelihood that more litigation will be forthcoming in this area. We are currently moving to defend the constitutionality of that ordinance due to a pending unlawful detainer action. There is more activity anticipated in this arena.

MSA/CITY CLERK'S DEPARTMENT

• Internal Management Concerns

1. Better Utilization of Computer Applications

There is a need to make better use of the word processing application. Although several applications are in place, there are additional potential ones - the implementation of a legislative history program; and the placement of the Berkeley Municipal Code on the computer. The first is designed to make the work effort easier in the City Clerk's Department, the second will save money and provide a superior code supplement process.

2. Devising More Efficient Methods to Accomplish Assignments

This is a corollary to the first point and it requires an overhauling of existing procedures so that paper flows better. The areas of concern include:

- a. Contract Processing;
- b. Council Calendar and Tracking;
- c. Resolution Processing; and
- d. Berkeley Municipal Code Updates.

• External Service Delivery Concerns

1. June, 1984 Election

As always, the election brings a great deal of activity. The workload in the City Clerk's Department will increase manyfold. Some of the activity centers that require attention are as follows:

- a. Rent Stabilization Board Election;
- b. Initiatives which have to get on the ballot;
- c. Providing services to the candidates with respect to questions they may have; and
- d. Coordination with the County to assure that our time schedule meets their consolidation requirements.



2. November, 1984 Election

This is a repeat of the June, 1984 Election in terms of service requirements. However, it has some additional components - namely, providing service to Council candidates and School Board candidates for that November election.

3. City-Wide Records Destruction Program

The amount of paper which is generated in any City is substantial. There has not been a records destruction program in the City. Therefore, the records have not uniformly been eliminated, based on schedules which have been approved by the State or the local ordinances. We are developing a City-Wide Records Destruction Program, which will attempt to deal with all the major concerns identified in the Records Management Program.

4. Printing and Mailing Responsibilities

Printing and mailing responsibilities in connection with the assessment districts will also require close coordination with Public Works in order to maintain deadlines established.

● Major Programmatic Concerns

The overhauling of the campaign filing procedures in coordination with the City Attorney's Office will be a new effort and is designed to make sure that everyone is aware of what those procedures are.

MSA/PERSONNEL DEPARTMENT

● Internal Management Concerns

In the Personnel Department, there are major problems which need to be dealt with:

1. Negotiations

Negotiations will begin in April of this year. These new contracts will set the parameters for the City's fiscal condition over the next two to three years. We must view our efforts here as critical if we are to begin to take control of our financial destiny as a City. In two of the three budgets I have submitted, the City Council has made difficult decisions including the raising of new revenue. The major costs in those budgets have been salary costs. Therefore, a prudent course will have to be developed in terms of negotiations, if we are to avoid the requirement for additional revenue increases or cut-backs over the next three years. Both of the above alternatives are, I believe, unacceptable. Therefore, our financial health must be carefully considered as we go into negotiations this year.

2. Clerical Classification Study

In the context of money that is available, one of the requirements that we must meet, based on prior commitments to Local 390, is completion of the Clerical Classification Study. The net effect of that study could, in fact, impact the City because of unknown future and retroactive costs of the Study.



Therefore, in developing negotiation and budget packages, this has to be included as a cost item.

- External Service Delivery Concerns

1. Affirmative Action EEO Requirement

A major thrust, over the next two years, will be looking at the supervisory positions in the Public Works Department and Public Safety Department. The attempt here will be to begin to deal with the absence of women and, at some levels in those organizations, minorities.

2. Rules and Regulations

The City will have to undertake a Rules and Regulations Update Project. This will, of necessity, be done with contracted assistance and should be complete by the end of fiscal year 1984-85. If that can be accomplished, it will be the first time in many years that the City will have updated Personnel Rules and Regulations which are appropriate, consistent with practice, and in a format for easy use and reference by both labor and management.

PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT

- Internal Management Concerns

1. Planning Division Capacity Building

There is a continuing need to integrate and stabilize the functional organization of the Planning Division. There is also a need to begin to address, in a more systematic way, neighborhood based planning. This has not occurred for a long period of time. There is also a need to routinize some of the housekeeping activities and to establish additional controls over the quality and timeliness of work products.

2. Housing Authority Workload - Management

There is a continued need to eliminate the workload backlogs in the Housing Authority and to upgrade the capacity of the Housing Authority through automation of certain work activities. There is also a need and desire to provide in-house staff training and to conduct owner/tenant workshops to that people better understand the relationships and the regulations that govern our Housing Authority programs.

3. Need for Tighter Program Management and Monitoring Function

With the administration of Federal grants there is always a need to track expenditures and to be able to respond to Federal agencies clearly on how much has been expended in the community and to be able to indicate which community groups are benefiting from those expenditures. One of the recommendations from the Planning and Community Development Department is the establishment of a Division of Program Planning Management and Budget, which would have then a single control point for all Federal grants, except for Section 8 Leased Housing Programs (which is an integral part of the Housing Authority Program).



4. Need for Internal Control Systems

There is a general need for an internal control system within the Department. Explicit performance standards need to be developed which refine the personnel evaluation system and which also deal with the performance management system that has been established City-wide (this is the advanced planning process for developing City work programs). Also needed are personnel transaction control as well as control systems for time and attendance.

5. Transition and Start-Up of Rent Stabilization Program as an Independent Agency

This has been discussed earlier. The Task Force's work will be coordinated by the Planning and Community Development Department and the intent is to make sure that as of July 1, 1984 the operational capability of the Rent Stabilization Program is maintained when transferred to the elected Rent Board.

6. Interdepartmental Coordination on Development Projects

There is a need for greater interdepartmental coordination on development projects. There has been established a task force to look at this issue and to make sure that affected departments are reviewing projects prior to any final decisions being made by the City Council or the Board of Adjustments.

● Major Programmatic Concerns

1. Production of Affordable Housing

Given the shortage of available housing units in Berkeley for very low to moderate income persons, both in terms of rental and home ownership, increasing the supply of affordable housing remains a high priority issue with the Planning and Community Development Department. As part of that priority, the Department is reorienting its focus to capture housing monies for new construction and rehabilitation this fiscal year from HUD. In addition, an effort is being made to generate the maximum amount of bond financing monies for housing. Complementing this production strategy is a continued commitment to upgrade the capacity of the Housing Authority and provide for an income strategy through the existing Section 8 Certificate Program. The Redevelopment Agency is currently making efforts to provide five or six Section 8 rental units, as well as several single family structures for low/moderate income home ownership (see #5).

2. Waterfront Planning

Development of the City's plan for the waterfront is probably the most critical issue facing the City and also one of the most controversial in terms of what should ultimately be on the waterfront. The City planning process has begun - it will take at least 22 months. The process has been designed to emphasize participation by all groups and will compare alternative uses through the planning process. The challenge for both the City staff and the City Council is to carry out the process as smoothly as possible and in a manner that can be supported by the City as a whole.



3. South Berkeley Revitalization Process

The South Berkeley Area is one where the majority of the City's low income population resides. The issue here is how to turn around the area with respect to employment, while not displacing existing residents. There is also a concern about gentrification of that community. The Planning and Community Development Department will continue the two-pronged approach that began this fiscal year, with emphasis on short range planning and strengthening the past strategy of neighborhood revitalization, while developing an overall plan and an economic development strategy.

4. Downtown Plan

Given the continuing high level of interest and capital investment in the downtown area, the City's planning staff has to continue to focus its activities on how to develop a plan that promotes downtown Berkeley, which is consistent with desires and needs of the City as a whole. Not all the market pressures come from free market forces. As the University appears to be moving actively to plan for development of its properties in the downtown area, one of our strategies has to be to deal with the University from a point of strength and from what we would like to see happen in the downtown area. The Planning and Community Development Department has begun several short-term building efforts to get immediate relief to the pressure of new construction, while pursuing a longer, more comprehensive planning effort.

5. West Berkeley

Market pressures, as well as demographic forces on West Berkeley/South and West Berkeley/North, have resulted in higher land and housing values, and the potential for rapid unplanned change within the next decade. Limited planning resources preclude a major City response in this area, although the Redevelopment Agency can be a major force in helping to focus the planning for West Berkeley. Given the importance of that area, a supplemental budget request was made by the Planning and Community Development Department and will be addressed as part of the budget process.

Current major issues within the West Berkeley Redevelopment Project Area are: (1) the restoration of the Delaware Street Historical District which, as presently envisioned, could provide approximately 26 units for residential and commercial uses, including 5-6 Section 8 residences, within a setting characteristic of the turn of the century; and (2) the structuring of a program leading to the disposition of several Agency-owned residential structures for low and moderate income rehabilitation and ownership.

6. Need for Consensus on Economic Development Strategy

With the extraordinary pressure on office space, land and housing values, a great deal of pressure has been placed on Berkeley's smaller businesses. The regionalization of several of Berkeley's retail centers increases this pressure on small business development. Yet, there is a need to modernize Berkeley's economic development base and to maximize the social, fiscal and economic benefits to the City from the unique population living and working here. All of this has to be tied together so that a coherent economic development strategy



is developed which addresses our future needs as we deal with what is happening today. The Department is responding to this issue by concentrating on tangible economic development projects in areas where there is consensus and next fiscal year will be doing a great deal of outreach, education and consensus building as part of the development of the downtown plan.

## PUBLIC SAFETY DEPARTMENT

### ● Internal Management Concerns

#### 1. Consolidation of Fire and Police Communications Systems

One of the reorganizations which was part of the larger City reorganization was the consolidation of the fire and police communications systems. This new Public Safety Communications Center will be under the direction of the Assistant City Manager for Public Safety and will be staffed by non-sworn personnel and supervised by Police Sergeants and a Police Lieutenant.

Consolidation will result in the decrease in physical plant maintenance costs and also will permit the redeployment of five sworn Patrol Officers, currently assigned to the Police dispatching duties. A savings of \$100,000 annually is anticipated. The operation of the Public Safety Communications Center shall begin in April, with all the bugs hopefully being worked out during the first year of operation.

In order to meet the staffing needs of the Center, the City Personnel Department is in the process of establishing a non-uniformed Public Safety Dispatchers' list. Examinees will be selected from the list to fill employee vacancies as they occur.

#### 2. Upgrade or Closure of the Berkeley City Jail

A determination has been made by the City Council that the City jail should be continued. If that is to occur, then it must be refurbished and brought into structural conformance with State Department of Correction recommended standards. Also, jail staffing must be increased to a level that provides some measure of compliance with recommended standards for jail personnel.

#### 3. Conversion of Data Entry System

A computer-aided dispatch system will be a project of the Public Safety Department's Communication Center and will impact the report process and the availability of emergency dispatch information to both Fire and Police Department personnel. It should be able to save money - at worst, it will eliminate a great deal of paperwork and increase the efficiency of processing data, thereby freeing up safety personnel's time to do other things.

### ● External Service Delivery Concerns

#### 1. Crime Prevention

The importance of crime prevention as an activity with the Police Department



during 1984 will continue to grow. There has been a commitment made in terms of the budget to deal with providing General Fund money to make up for the grant funding that is now available through the State Office of Criminal Justice Planning. A major activity of the Crime Prevention Bureau will be the expansion of the Neighborhood Watch effort during this coming year. More community policing in the positive sense is required if we are to deal with the major problems of burglary and auto theft.

## 2. Fire Staff Capability

The Fire Department is absorbing additional long-range projects which hopefully will affect our fire prevention efforts. In addition, they have also absorbed the ambulance billing function, the billing function for the Fire Prevention Inspection Program, and we expect them to move rapidly toward the implementation of the California Homeowners Insurance Program, as well as the paramedic service.

## 3. Animal Services

The City of Berkeley has an opportunity to work with a sister-city, San Leandro, in providing services to that community for care of their stray animals. It is anticipated that this contract would bring to the City an additional \$20,000 and would fund a part-time Kennel Attendant, which is sorely needed, and improvements to the facility which are of a capital nature and are also sorely needed. The upgrading of the facility is a major reason for pursuing the San Leandro contract. The movement of the Spay and Neuter Clinic to Public Safety is also an issue that should be addressed during this budget process.

# ● Major Programmatic Concerns

## 1. Condition of Fire Stations and Fire Field Equipment Problems

There has to be developed a better way to replace its operational equipment at the fire stations. The fire services tax, or fire service assessment district will provide additional money for capital replacements, if approved by the voters.

## 2. Condition of Hall of Justice

The same condition exists at the Hall of Justice. There is a major requirement for upgrading some of the electrical circuitry within that facility, as well as the provision of proper maintenance. The building, like most of the City facilities, could use a general face lift. It is a dreary and very unpleasant facility. This also needs to be addressed as part of our Capital Improvement Program.

## 3. Crime Prevention and Fire Prevention

A major focus, which has been addressed earlier, will be in the area of crime prevention and fire prevention. To that end, I have asked the Assistant City Manager for Public Safety and the Chief of Police to really look carefully at how we can integrate our fire prevention and crime prevention activities. These are both major thrusts that will be undertaken during the next year.



PUBLIC WORKS DEPARTMENT

● Internal Management Concerns

There are two basic issues which have to be dealt with in terms of Public Works:

1. Training

The adequacy for the training for the lower level supervisors in Public Works has been neglected for some time. The work management system has a major training component in it and is one of what we consider to be the solution to providing the kind of training which will make our supervisors more effective. There is existing training activity, but it is through the tailgate meetings, which basically deal with the traffic control and safety issues and not supervisory or management issues.

2. Negotiations with Labor Unions

The contracts will have a specific impact on Public Works. There are a number of issues which need to be sorted out and put into the contract to avoid unnecessary misinterpretation of what past practice has been or what existing language intends to support in terms of work practices.

● External Service Delivery Concerns

There are a few major external service delivery concerns. They are as follows:

1. Solid Waste

The BFI contract will be up for renewal. A labor/management committee has been working to develop a strategy for City take-over of that contract. However, it is our opinion that we are at least a year away from being able to do so without affecting the delivery of service. One of the major tasks over the next year, will be to identify the appropriate City positions which will be responsible for operating the transfer station. We do not have the kinds of classifications which are geared to jobs at the transfer station.

2. Recycling

This issue will also affect the Solid Waste Management Program of the City. There has to be a determination made as to what the City employees will be responsible for and what the community agencies or outside contractors will be responsible for. For instance, one of the concerns of the Refuse Collection Division is expanding into a curbside pick-up program. This would be a major shift in terms of our operation and could free-up people who would be able to focus more on recycling as an activity of the Refuse Collection Division.

3. Parks Management

There are major issues confronting the City. We have come a long way in dealing with parks over the past two years. The maintenance activity is much improved. The new focus has to be on two issues - developing the parks

# Introduction

The purpose of this report is to provide a detailed analysis of the data collected during the study.

## Methodology

The data was collected using a series of experiments designed to test the hypothesis. The results of these experiments are presented in the following sections. The data was analyzed using statistical methods to determine the significance of the findings.

## Results

The results of the experiments show that the hypothesis is supported. The data indicates a significant difference between the two groups, with the experimental group showing a higher level of performance than the control group.

## Conclusion

In conclusion, the study has shown that the hypothesis is supported. The results of the experiments are consistent with the findings of previous research in this area.

## References

1. Smith, J. (2010). The effects of exercise on cognitive function. *Journal of Sport and Exercise Psychology*, 32(1), 1-10.  
2. Jones, A. (2008). The impact of diet on mental health. *British Journal of Psychiatry*, 193(5), 345-350.  
3. Brown, C. (2005). The role of sleep in memory consolidation. *Neuroscience*, 135(1), 1-10.

## Appendix

The appendix contains the raw data from the experiments, as well as the statistical analysis. This information is provided for transparency and to allow for further analysis of the data.

## Appendix A

Appendix A contains the raw data from the experiments. This data is presented in a table format, showing the results of each trial for each participant.

management plan, which we have talked about for the past year, and dealing with the pesticide issues, which will continue to come up, because on occasion there is a requirement for emergency use of certain pesticides. The necessary analysis of pesticides, prior to their use, is proceeding and will be tied into the parks maintenance management plan.

• Major Programmatic Concerns

1. Capital Program

There is a major need for expenditure of funds on streets and sidewalks. The Council has been advised that there are over \$30 million in capital maintenance needs in these two areas alone. This next year, we will be spending time developing a Capital Improvement Program and a strategy for funding, at some level, major capital improvements. The other area is the sanitary sewers, and while I understand that we cannot meet the \$100 million tab that has been identified as Berkeley's share to clear up its sewer problems, we do have to develop a way of taking care of the most critical sewer needs. Again, we will be working on an overall funding strategy for this program. What is critical is staff identifying, for Council, what the funding options are and Council deciding at what level they would like to begin to deal with the problem.

Conclusion

I know that this is a very brief summary of the major issues. What I am attempting to do is get the City Council to focus on certain problem areas that are likely to be discussed as part of the budget process. There is a need for continued direction from the City Council. These are issues which are framed based on referrals made by the City Council and based on the level of staffing that is available. There are other issues which the City Council would like to see us address, however, these are ones which we plan to give our greatest priority, unless directed otherwise. I hope that this information will be useful as the City Council discusses the budget for FY 1984-85.

cc: Assistant City Managers  
and Department Directors

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